

EMPLOYEE TURNOVER ON ORGANIZATIONAL PERFORMANCE IN THE TELECOMMUNICATION INDUSTRY IN KENYA

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**A Research Project Submitted to the School of management and leadership in
partial Fulfillment of the requirement for the Degree of Bachelor in Leadership
and Management of the Management University of Africa.**

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DECLARATION

I hereby declare that the above titled research proposal is my original work and that, it has not been presented for the award of a degree in any university.

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This report has been presented for the examination with the approval of the university supervisor

Signature.....**Date**.....

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DEDICATION

I dedicate this research project to my husband Mr Gift Kirigha, my children Gewona Mshindi and Amana Binti Kirigha for their unlimited understanding in allowing me pursue this undergraduate degree program and for their prayers and support.

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LIST OF ABBREVIATION

TKL- Telkom Kenya Limited

HRM- Human Resource Management

EAC-East Africa Community

EAPTC-East African Posts and Telecommunication

CAK- Communication Authority of Kenya

KPTC- Kenya Posts and Telecommunication Corporation

TEAM - The East African Marine System

LION - Lower Indian Ocean Network

DEFINATION OF TERMS

Employee Retention: An effort by an organization to maintain a working environment which support current employee in remaining with the organization. Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and traing new staff, (Allen,2016).

Motivation: This refers to a mentalpower that regulates the path of a person's conduct in acompany, a person's level of determination and a person's level of perseverance, it can aslo be refered to as the level of desire employees feel to execute, irrespective of the level of happiness. Employees who are satisfactorily motivated to execute will be more fruitful, more engaged and feel more invested in their work. When employee feel these things it helps them and thereby managers be more successful (Kelly, 2016).

Organizational Efficiency: The ability of a company, associations, or industries to harvest desired outcomes with a minimum expenses of energy, time, money, personnel, material or its aslo the level of success in using the least possible inputs in order to produce the highest possible outputs (Allan, 2017).

Reward system: States to packages setup by a enterprise to reward performance and motivate staff and plan the participationstaff make to the achievement of the firm(Armstrong, 2017)

Career Development: It's the procedure through which an individual's changes and experience through the company are seen to be rising to higher levels or otherwise, and how he/she understands those capability (Serino,2017)

ABSTRACT

This research study sought to investigate the effect of employee turnover on organization performance, and how these factors affect the performance of employees of Telkom Kenya Limited. The major concern to most organization is that employee turnover is an expensive process especially in organizations that thrives and values viability of the business. Lack of Reward management, lack of career growth, lack of healthy and safety and finally lack of motivation are all factors that contribute to employee turnover . The overall objective of the research project was to determine the effect of employee turnover on Organizational Performance, the project was directed by the following specific objectives; To determine the effects of Employee Reward Management in the Organizational Performance at Telkom Kenya Limited Nairobi County, To establish the effect of Employee Career Growth on Organizational Performance at Telkom Kenya limited Nairobi County, To examine the effects of Employee Healthy and Safety on Organizational Performance at Telkom Kenya Limited Nairobi County, To establish the effect of Employee Motivation in the Organizational Performance at Telkom Kenya Limited Nairobi County. The project was engaged in descriptive research design as the study was intended to collect quantitative and qualitative data that explained the nature and features of the effect of employee turnover on Organizational Performance. The targeted group for the research study comprised total of 120 employees working at Telkom Kenya Limited shops within Nairobi county. Stratified sampling was used in this research. The targeted population was distributed into three categories namely; Top management staff, middle level management staff and subordinate staff. Primary data was collected using oral interview and structured questionnaires. The collected data was analysed using Microsoft excel and presented in the form of pie charts and tables. Based on the study findings the organization needed current strategies for reducing employee turnover rates since the employee reward offered to the employee were not satisfactory, the employees stated that the organization was not committed to employee career growth development which denied the employees with an opportunity for career growth, the employees stated that low level of motivation influenced the realization of increased employee turnover employee healthy and safety management . The following were the recommendations of the study; that the organization should re-evaluate its employee salary/wages benefits packages to improve the morale and motivation of the employees, the organization should offer opportunities for career growth, the organization should involve its employees in the decision making processes, the organization should improve working conditions within the organization finally the organization should apply strategies to reduce employee turnover rate by retaining best employees to improve organizational performance.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter gives details on the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, the scope of the study and finally the chapter summary.

1.1 Background of the study

Employee turnover is defined as the degree at which the organization gains and losses workers, how long the workers tend to quit and join the organization staff turnover places unnecessary pressure on staff members who are at work and the remaining staff experience an increased workload leading to low morale, high level of stress and therefore absenteeism. Employees also have to work extra hours to compensate for the work of those who resigned. Employees who leave on the organization's request as well as those who leave on their own initiative can cause disruptions in operations, work team dynamics and unit performance both types of turnover create costs for the organization (Robbins and Decenzo, 2015).

If an organization has made significant investment in training and developing its employees, that investment is lost when employee leaves. In addition excessive employee turnover can hurt the overall productivity of a firm and is often a symptoms of other difficulties. Every organization strives to have high productivity, lesser turnover and maximum profitability (Mello 2016).

Managing turnover successfully is a must to achieve the above goals. The managers must recognize that employees are major contributors to the efficient achievement of the organizational productivity. Therefore, there is need to develop a thorough understanding of employees turnover from the perspective of causes, effect and strategies to minimize turnover (Hollman 2015).

The achievement of any organization is closely knotted to the job performance of its employees. The worth of the employees' workplace environment influence on their motivation level and hence performance. When workers have the desire, physically and emotionally to work, then their performance shall be improved .They also stated that having a suitable workplace environment assist in decreasing the number of absenteeism and as a result can advance the performance in today's competitive and dynamic business world. The workplace environment that is set in place impacts employee morale, productivity and engagement - both positively and negatively. She adds that factors of workplace environment play an important role towards the employees' performance (Heath, 2016).

1.2 Telkom Kenya Limited.

The company is the first telecommunication service provider in the country and at the beginning it was owned by the government of Kenya. It has 6 main areas/regions and they include Nairobi, Coast, Central, Central Rift Valley, North Rift Valley and finally Western region. The company global pillar runs 600km across the country connecting at least 34 countries in Kenya and the neighboring countries of Ethiopia, Uganda, Somalia, Tanzania and Sudan. The legacy of Kenya's communications region ages back to the country's pre-independence days the 1940s and 1950s. With the start of liberation and the final institutionalization of the East African Community

(EAC), our telephones network was to become part of the larger East African Posts and Telecommunication Corporation (EAPTC). This completed in 1977, with the disbanding of the EAC, and the Kenya Posts and Telecommunication Corporation was established up to provide for the country's post and telephone service station. 1999 saw the final splitting of KPTC into three separate entities: Telkom Kenya to provided telephone service, the Postal Corporation of Kenya to offer post-office service and the Communications Commission of Kenya (now the Communications Authority of Kenya) as the industry's supervisory body.

Mobile operative Safaricom, that was originally a unit within Telkom Kenya, would be hived off, to become an dependent body, offering mobile telephone facilities and services in the country. The France Telecom attained 51% of Telkom Kenya's stake, while the outstanding portions were held by the Kenyan government. March 2008, Telkom Kenya launched its mobile network under the trademark Orange Kenya, certifying that it was no longer a fixed-line corporate but a fully joined Telkom service supplier. 2009, Telkom was a slice of the team that was involved in the setting up of the country's first undersea cable and has shareholding in TEAM (The East African Marine System) and LION II (Lower Indian Ocean Network II).

Telkom Kenya tossed its 3G network in the Kenya and in November 2012 it was consequently assured that the Kenya government would retain 40% shareholding down from 49% with the 1a shares held by France Telkom. January 2013, France Telkom enlarged its share in Telkom Kenya to 70% as a result of the government's frustration to offer its full share of 2012 aid. (www.Telcom Kenya limited.org).

1.3 Statement of the problem

Telkom Kenya has been experiencing employee turnover for a period of time, the employees of Telkom Kenya no longer feel attached to the organization and when employees quit the organization, the organization has to suffer a great amount of direct and indirect cost. The expenses of staff turnover can be shocking ranging from advertising expenses, resource management expenses, loss of time and efficiency, work imbalance, and training and development expenses for freshly employees (Harrie,2015).

This can be very disturbing to an organizational performance if experienced workers who have the knowledge and have learnt the culture of the organization regularly quit the organization and look for other jobs in different companies, this therefore means that the organization would definitely lose its market share to the competitors who are Safaricom and Airtel. The competitors of the Telkom Kenya have been taking great advantage of these issue thereby making them more productive and increasing their market share to the public hence generating more profit to their organization.

According to Phillip (2015), employee turnover affects distribution of the roles and duties in different department to new employees who have no capability on effective operations of organization services, this greatly worsens the superiority of organization services and as result, low level of clients or customer satisfaction is recognized. The organization sales income falloff and this drops the level of organization competence. New employees who are not experienced and don't have the capacity to function well on the roles and duties they have been assigned for, they take time and money thus exposing the organization to huge expenses on selection, hiring and training to replace the work force gap generated by the exiting employees. The main issue to employee turnover is that the organization loses the

best qualified and capable employees that the organization had capitalized seriously in training and coaching on different job tasks. This therefore means that, the company must suffer massive expenses in terms of time and finance to train the newly employed workers in order to make them efficiently and familiar to organization working culture and show the necessary skills and experience. due to high staff turn over turnover rates, organizations have adopt on various employees rentation approaches such as increased rewards management, career growth, and improved health and safety. This however has headed to increased organization overheads and recognition of a deteriorated profit margin (Duncan, 2016).

1.4 Objectives of the study

1.4.1 General objective

To determine the effect of employee turnover on organizational performance at Telkom Kenya Limited Nairobi county.

1.4.2 Specific Objectives

The following were the specific objectives of the research topic

1. To determine the effect of Employee Reward Management on Organizational Performance at Telkom Kenya Limited Nairobi county.
2. To establish the effect of Employee Career Growth Management on Organizational Performance at Telkom Kenya Limited Nairobi county.
3. To examine the effect of Employee Healthy and Safety on Organizational Performance at Telkom Kenya Limited Nairobi county.
4. To establish the effect of Employee Motivation on Organizational Performance at Telkom Kenya Limited Nairobi county.

1.5 Research Questions

The following were the research questions

1. To what extent does Employee Rewards Management affect the Organizational Performance at Telkom Kenya Limited Nairobi county?
2. Does Employee Career Growth affect Organizational Performance at Telkom Kenya Limited Nairobi county?
3. How does Employee Healthy and Safety affect Organizational Performance at Telkom Kenya Limited Nairobi county?
4. To what extent does Employee Motivation affect Organizational Performance at Telkom Kenya Limited Nairobi County?

1.6 Significance of the study

1.6.1 To the scholars.

The research will help students on the literature on employee turnover which will be part of articles significant by researchers who want to further this project and to other stakeholders in the academic environments

The secondary data of this research will be easily acquired from the library and it will provide the students with more information and skills on features contributing to employee turnover in the organizations.

1.6.2 To the organization.

The research study will be of great importance to organization as it will spot some of the serious challenges obstructing increased performance and growth in the organization. Telkom Kenya Limited through different shareholders holders will therefore

assist in the growth of effective strategies that motivate increased rate of employee retention in the organization.

1.6.3 To the employee.

The research study will be of great importance to the employees since it will be used to increase the morale of the staff in order perform well and improve the performance of the organization, when employees are motivated the performance of the organization increases hence attaining there target in the market and creat a positive environment to the public.

1.6.4 To other telecommunication industry.

The results of this research will be of great importance to not only to Telkom Kenya Limited but to other telecommunication organizations like Safaricom and Airtel in the country since by using the analysed report, the human resource bosses in the organizations will be in a position to recognize the causes of employee turnover rates and be familiar with the best employees retention approaches to manage employee turnover rates.

1.8 Scope of the study

The research was confined to Telkom Kenya Limited within Nairobi county form different shops at Sarit Center mall, Two River Mall, Mega, Ex telecom, TRM Mall, Prestige mall, Ngara shop and finally Ruaka Telcom shop. A targeted population of 120 employees within Nairobi county was involved in this study to facilitate the organization to reveal much evidence regarding the employee turnover problems. The data collection period was between january and may 2018.

1.9 Chapter Summary

The chapter gave an overview of the background of the study on the effects of employee turnover on organizational performance, the history of Telkom Kenya Limited, the statement of the problem, objectives of the study, research questions, scope and finally the significant of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter seeks to present Theoretical Review of the related literature, the Empirical Review, Critiques of the existing Literature, Summary & Research Gap, Conceptual Framework, Operationalization of variables and finally the Chapter Summary.

2.1 Theoretical Review.

2.1.1 Human Capital Theory of Employee turnover on organizational performance.

Human capital theories by Durkheim, Simmel, Marx and Weber proposed that turnover rates at any stage stress organizational performance. Human capital theory recommends that more skilled employees do well since they more experienced and necessary to do the work. From this point, when qualified employees quit, an organization is stressed since it loses more skilled employees in which it has invested on human capital. Organizations may swap employees who vacate the offices, but time must pass before they substitutes accrue same levels of human capital. Furthermore, turnover creates extra human resource management expenses such as recruitment, selection, and training costs.

Human capital theory recommends that turnover is expensive since it lessens social capital an asset reproducing the personality of social affairs within the organization. Growth in turnover rates interrupts an organization collective function. In addition, turnover causes extra beginners socialization expenses. Human and social capital theories concentrates on growth in turnover rates and advise that turnover rates are linearly and destructively connected to organizational performance. A more advanced

method is differentiating voluntary and involuntary turnover rates based on causes for exiting the organization; voluntary turnover rates states to the number of employee exiting instigated by workforce for example resignations, and involuntary turnover rates state to the number employees exiting instigated by organizations for example dismissals, discharges, sackings, terminations, (Jenkins, & Gupta, 2015).

Voluntary turnover rates comprise resignations for higher salary and wages, career opportunities, further education, and job dissatisfaction for instance eliminate discharges, retirements, transfers, and promotions. Moreover, involuntary turnover rates comprise letter of resignation initiated by disappointment to meet expectations and expired employment agreements Reduction-in-force (RIF) turnover and downsizing is a different group since no swapping workforce are intended and the exiting employees are alleged to have been at least minimally competent. Scholars have often proposed that voluntary and involuntary turnover have different consequences for example highly experienced performing workforce may be more likely to quit voluntarily because they have other employment chances (Trevor, 2013).

Voluntary turnover are frequently shocking and uncontrollable. Thus, voluntary turnover rates are expected to be negatively connected to organizational performance. In contrast, the link between involuntary turnover rates and organizational performance has long been expected to be positive for the reason that organizations decide to release staffs for individual performance insufficiencies or other social hitches. Assuming that employees who are poor performers are substituted with better performers, the elimination of poor performers should be related with better organizational performance. In addition, this sorting consequence may assist remedy

poor recruiting conclusions and uphold performance-oriented standards among remaining employees.

Some scholars have, however, currently interrogated the presumed positive relationship and have suggested that the involuntary turnover rates and organizational performance have undesirable relationship instead. High involuntary turnover rates might have slightly to do with the workforce association which is the grounds for the voluntary turnover rate hypothesis but may instead just redirect a low quality employees and the following poor performance that this group is anticipated to deliver (Hausknecht and Trevor 2014).

2.1.2 Herzberg Reward Theory.

Herzberg himself proposed this point in his motivation–hygiene theory that reward is largely motivated by the way to which work is basically challenging and offers chances for appreciation and reinforcement. Reward signifies the application of hygiene factors, and recognition signifies the application of motivator factors. Optimistic reinforcement for employees often takes the system of touchable rewards as well as recognition and praise (Giancola, 2016).

A mixture of reward and recognition, along with unceremonious recommendation is expected to be the most motivational. Rewards must have a positive effect on organizational performance, and he established that the most preferred form of reward by employees was oral appreciation or recommendations by their immediate Managers. The form of reward done by the organization does a significant part in encouraging employees to execute their roles and responsibility (Beer and Walton, 2014).

According to Hansen and Hansen (2016), This eventually affects the performance of the organization. It is generally thought that if rewards are used efficiently, they can motivate employees to perform at higher levels, and the practice of appropriate rewards ends in the organizational performance at the organizational level. Most organizations have official recognition and reward platforms and these recognition platforms generally comprise of rewards since good employee performers are acknowledged with rewards.

Amongst the rewards offered are gift cards, jewelry and on the spot cash awards. More stylish recognition platforms identify morals that support organizational principles, so the rewards are a notice of what is essential to the organization. Appreciating employees for super performance is a main kind of informal recognition. Though rewards costs no cash and only needs a few moments of time, most employees feel that they do not get sufficient recommendations bosses and Directors therefore have a decent opportunity to rise motivation by the humble act of praising good behaviour (Kinicki and Kreitner, 2016).

2.2.3 Super Theory of Career Growth Management

Among the many theories of career growth and development, the theory by Super has received much attention in the USA as well as in other parts of the world. He suggested that career choice and development is essentially a process of developing and implementing a person's self-concept. Self-concept is a product of complex interactions among a number of factors, including physical and mental growth, personal experiences, and environmental characteristics and stimulation. Super's theory have called for a stronger emphasis on the effects of social context and the

reciprocal influence between the person and the environment(Hansen and Hansen, 2015).

Building on Super's notion that self-concept theory was essentially a personal construct theory that took a constructivist perspective and postulated that the process of career construction is essentially that of developing and implementing vocational self-concepts in work roles. A relatively stable self-concept should emerge in late adolescence to serve as a guide to career choice and adjustment. However, self-concept is not a static entity and it would continue to evolve as the person encounters new experience and progresses through the developmental stages.

According to Super (2014), Life and work satisfaction is a continual process of implementing the evolving self-concept through work and other life roles., proposed a life stage developmental framework with the following stages: growth, exploration, establishment, maintenance or management, and disengagement. In each stage one has to successfully manage the vocational developmental tasks that are socially expected of persons in the given chronological age range.

For example, in the stage of exploration (ages around 15 to 24), an adolescent has to cope with the vocational developmental tasks of crystallization (a cognitive process involving an understanding of one's interests, skills, and values, and to pursue career goals consistent with that understanding), Accordingly, the concept of "career maturity" was used to denote the degree that a person was able to fulfil the vocational developmental tasks required in each developmental stage. Partially due to the mixed results obtained in empirical research studies on career maturity, there have been suggestions to replace career maturity with the concept of adaptability. Whereas the above vocational developmental stages are likely to progress as maxi cycles in a

person's life journey, super theory stated that a mini-cycle consisting of the same stages from growth to disengagement would likely take place within each of the stages, particularly when a person makes transition from one stage to the next(Allen and Robert, 2014).

In addition, individuals would go through a mini-cycle of the stages whenever they have to make expected and unexpected career transitions such as loss of employment or due to personal or socioeconomic circumstances The contextual emphasis of Super's theory is most clearly depicted through his postulation of life roles and life space (Savickas, 2016).

Life at any moment is an aggregate of roles that one is assuming, such as child, student, citizen, worker, parent, and homemaker. The salience of different life roles changes as one progresses through life stages, yet at each single moment, two or three roles might take a more central place, while other roles remain on the peripheral (Torrington, 2015).

According to Cole (2016), Life space is the constellation of different life roles that one is playing at a given time in different contexts or cultural "theatres", including home, community, school, and workplace. Role conflicts, role interference, and role confusions would likely happen when individuals are constrained in their ability to cope with the demands associated with their multiple roles.

2.2.4 Abraham Maslow Hierarchy of Needs Theory.

There are five different levels of maslow's hierarchy of need and it is mostly displayed as a pyramid. The lowest levels of the pyramid are made up of the most

basic needs while the most complex needs are at the top of the pyramid and they include Self actualization, self esteem, love, belonging, safety and physiological.

Security and safety needs at this level become primary, people want control and order in their lives so this need of safety and security contributes largely to behavior at this level. Some of the basic security and safety needs include, Financial security, Health and wellness, Safety against accidents and injury. Finding a job, obtaining health insurance and health care, contributing money to a savings account, and moving into a safer neighborhood are all examples of actions motivated by the security and safety needs. Together, the safety and physiological levels of the hierarchy make up what is often referred to as the basic needs.

The basic physiological needs are probably fairly apparent these include the things that are vital to our survival. Some examples of the physiological needs include food, water, breathing. In addition to the basic requirements of nutrition, air and temperature regulation, the physiological needs also include such things as shelter and clothing. Maslow also included sexual reproduction in this level of the hierarchy of needs since it is essential to the survival and propagation of the species.

Social needs In order to avoid problems such as loneliness, depression, and anxiety, it is important for people to feel loved and accepted by other people. Personal relationships with friends, family, and lovers play an important role, as does involvement in other groups that might include religious groups, sports teams, book clubs, and other group activities. At the fourth level in Maslow's hierarchy is the need for appreciation and respect. When the needs at the bottom three levels have been satisfied, the esteem needs begin to play a more prominent role in motivating behavior. At this point, it becomes increasingly important to gain the respect and

appreciation of others. People have a need to accomplish things and then have their efforts recognized.

In addition to the need for feelings of accomplishment and prestige, the esteem needs include such things as self-esteem and personal worth. People need to sense that they are valued and by others and feel that they are making a contribution to the world. Participation in professional activities, academic accomplishments, athletic or team participation, and personal hobbies can all play a role in fulfilling the esteem needs. People who are able to satisfy the esteem needs by achieving good self-esteem and the recognition of others tend to feel confident in their abilities. Those who lack self-esteem and the respect of others can develop feelings of inferiority. Together, the esteem and social levels make up what is known as the psychological needs of the hierarchy.

Self actualization At the very peak of Maslow's hierarchy are the self-actualization needs. What a man can be, he must be, Maslow explained, referring to the need people have to achieve their full potential as human beings. According to Maslow's definition of self-actualization It may be loosely described as the full use and exploitation of talents, capabilities, potentialities, etc. Such people seem to be fulfilling themselves and to be doing the best that they are capable of doing. They are people who have developed or are developing to the full stature of which they capable.

2.2.5 Fredrick Herzberg Motivation Theory

Fredrick Herzberg established a theory of motivation that tinted the role of work satisfaction in determining employee motivation. He suggested that the factors of job satisfaction were not the same from those of work dissatisfaction. The issues used to

increase satisfaction were named as motivators for example acknowledgement, accountability and accomplishment while those that increased dissatisfaction were named as hygiene factors for example salary, company policy and working conditions (Cole and Kelly, 2011).

Motivators are features that contribute employees to be contented and motivated by their work and have to do with job content, they are essential in the job itself. Their being there affects in labor satisfaction and motivation, but their absenteeism affects only in neutrality. Motivators include essential elements such as the opportunity for promotion, challenging work, acknowledgement, accomplishment and accountability. Motivator features function only to increase job satisfaction (Hansen, Smith and Hansen, 2012).

Motivation is a important component in employee performance and productivity of the organization. Even when employees have the qualification, clear job objectives, and a good work atmosphere, they would not get the work done without motivation to meet those job objectives. He give details that motivated employees are excited to utilize a certain level of determination, for a certain amount of time, toward a distinct goal or direction, with the prevailing doubt in the economy, employees with an emphasis on customer satisfaction and long term business relationships, there is rejuvenate interest in the motivation of sales representatives. Organizational behavior and sales management, has long recognized the significant of rewards and incentives as a way of motivating workers (Mehta and Dubinsky, 2015).

Employee motivation affects the performance of the organization, and part of a sales manager's work is to link subordinates motivation towards the execution of the organization's objectives. Poorly motivated employees will be costly to the

organization in terms of declined efficiency and performance, extreme employee turnover, increased expenses, higher use of the sales manager's time and negative effects on the morale of employees (Jobber and Lee, 2013).

Organization must ensure that their employees are highly productive and motivated. As a result, they try to increase the performance of their employees through well selection, training, motivation and compensation. Of these, a compensation and incentive or reward scheme does a significant role in motivating employees to perform better (Abratt and Klein 2015).

2.3 Empirical literature Review.

Ruth Nyaga (2015), Mt Kenya University did the same research on employee turnover on organizational performance and analysed that employee turnover had a negative effect on organizational productivity she also state the causes of employee turnover that included lack of employee retention strategies, low level of employee motivation, lack of career development and poor working environment. Her study recommended that the organizational human resource management should employ strategic strategies such as increased salary and remuneration, providing recognition and individual growth opportunities, she also finalized that the management should provide open communication, offer employee reward program, offer recreation facilities as well as various gifts

Dr. Adrian Iqbal (2017), Kenyatta University did the same study of employee turnover on organizational performance and analysed that the degree of commitment and loyalty can be achieved if the organization enriches the jobs, empowers and compensates employees properly. In order for employees to stay in the organization that have hired them then they need to work effectively with their managers. If there

managers consider them poor employees then they are unlikely to get past probation period. If they do they are likely to feel that they are going nowhere in the organization and probably leave after few years because they believe they have no future there.

Lejaras Paul Lemina(2014), Nairobi University did the same study of employee turnover on performance of the organization and analysed that employee turnover affects the general performance of the organization, he continue to state that there is a relationship between employee turnover and recruitment cost proved to be negative on organization performance and finally there was a relationship between employee employee turnover and employee morale. He therefore stated that employee turnover owing to the fact that it will save the organization on the time and money spent on recruiting and training of new employee hence this will give the management humble time to concentrate on the core business of the entinty.

2.4 Critique of existing literature

The researcher was reasonable that companies needs to be re-energized with new employees regularly if they are to avoid becoming stagnant in the level of production. This is factual at upper levels of management where new leadership style is often needed from time to time to accept change in the organization. Nevertheless, fresh employees bring new concepts and skills which benefit the company more dynamic, he claimed that the rate of turnover benefits supervisors to regulates over workforce expenses than would then be the case.

This is actually right for companies which have changes in corporate stages. When revenue declines it is likely to retain workers for a period of time until starts to pick

up again. This aids companies to reduce recruitment resources while up holding revenue levels during low periods.

Dismissal expenses are also down in companies with moderately high staff turnover since they are talented to use accepted consumption mostly to decrease their labor force. lastly, it can aslo be debated that some workers turnover is 'functional' rather than 'dysfunctional' since its lead to low productivity in the loss of poor performers and their replacement with good staffs.

2.5 Conceptual frame work

Below is a conceptual frame work that explains variables and the parametors which influence organizational performance. The Independent variable includes reward management, career growth, healthy and safety and motivation. The dependent variables includes sales, Market share and customer satisfaction. Finally we have communication as a modulating variables.

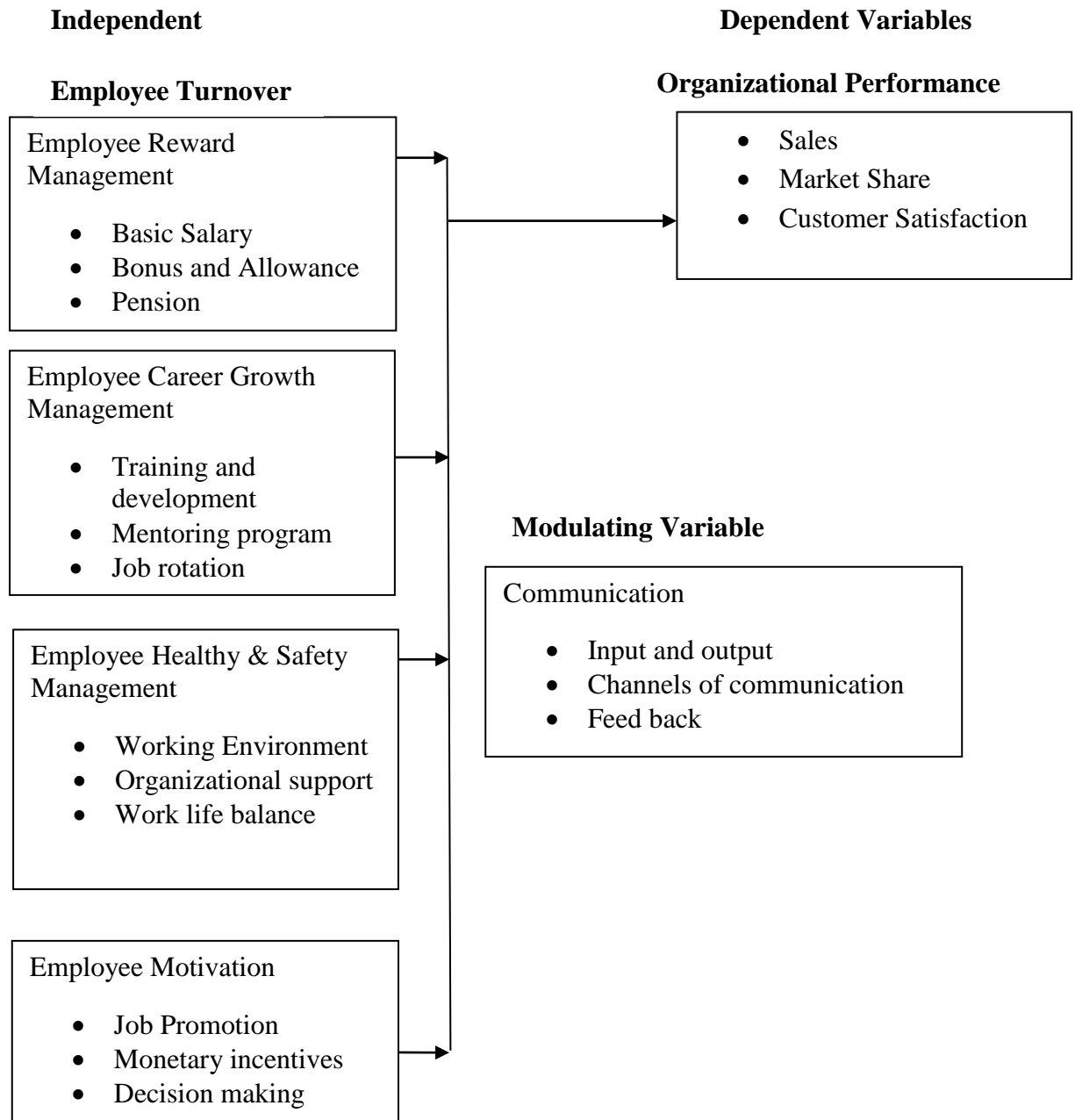


Chart 1: Graphic illustration representing the conceptual frame work

2.6 Operationalization of variables

2.6.1 Employee Reward Management

Reward is something that is offered in compensation for anticipated behavior. It can be either in cash or in kind, appreciation, tributes and endorsement. Employees who are contented for desired or optimistic behavior feel respectable about themselves and do well to show those morals that are rewarded. When the organizations reward employees, they are articulating their appreciation and encouraging them for more of such morals (Meyer, 2013).

When employees are rewarded effectively for the works done well, they have a trend to demonstrate very constructive behavior and continue in their work place. The main important concern currently is rewards structure which is offered in return for the attainment of goals and responsibilities of the company (Bowen, 2012).

According to Allen and Helms (2014), define reward as a anything that show a sign of gratitude that is restricted on productivity. A worker is more likely to perform to his potential if he's happy with the basic salary he is earning. A person earning a high salary feels motivated to do a good job, because he wants to please his employer to retain his position. His salary brings him a feeling of security, allows him to feel accomplished and gives him a high status ranking that he enjoys.

According to Zeynep (2016), a person is much more willing to put in extra hours at the office if he feels his financial rewards are a fair trade-off, research has shown that an employee satisfied with his pay is more productive and motivated. In addition to basic salary bonus, pension and allowance are payments made at the end performance period to reward extraordinary effort or achievement made by employees in the organization. A well-paid employee feels valued by his organization. He knows

management isn't just paying him to get the job done, he's also respected for his subject matter expertise. This employee is more likely to be satisfied with his job and not feel the need to look for a similar position with better pay. However, an employee who doesn't feel like his organization is paying him a high enough salary is much more likely to look for and accept a higher paying position of a comparable nature at another company. In the 2012 Society for Human Resource Management Employee Job Satisfaction and Engagement survey, employees rated compensation as the third most important aspect of job satisfaction.

2.6.2 Employee Career Growth Management

A research done by Miguel (2014), proposed that offering opportunities for career growth can also help growth employee retaining levels. Respectable workforces often have great goals, and needed to have the chance to learn and develop in order to stay interested. Putting a great employee in a low-level position because of his or her superior work is a respectable way to lose him or her, probably somebody else in the organization will identify the employee's skill level and be only too satisfied to propose more cash and a more responsible position.

According to Miguel and Ruth (2017), recruiting for higher level from inside a organization can be a better way to guarantee that employees are inspired to remain in the organization. Employees can be encouraged by things like employees recommendation boxes, employee of the year competitions, and other small conceptions. While these can be beneficial as slice of an overall workplace policy, they can appear insincere, inexpensive if employees do not feel appreciated and important to the organization. It is essential to evade tactics that contribute the presence of motivation while severe workplace battles are unaddressed. Training and

development helps employee learn specific knowledge or skills to improve performance in their current roles. Development is more expansive and focuses on employee growth and future performance, rather than an immediate role. Companies grow and the war for talent intensifies, it is increasingly important that training and development programs are not only competitive but are supporting the organization on its defined strategic path. Employee training and development programs impact your bottom line (China Gorman, 2017).

According to Abu and Dhab (2016), defined mentoring program as an ongoing relationship that is developed between a senior and junior employee, it provide guidance and clear understanding of how the organization goes to achieve its vision and mission to the junior employee.

2.6.3 Employees Healthy and Safety Management

A good working environment is essential when it comes to retaining and production. Workers who feel respected and satisfied are not likely to vacate the company, and will work hard to promote the companies profits. Equally, employees who are regularly snubbed, tired or victimized will not work in the company for long (Mark, 2016).

To avoid this, directors must be tough leaders who demonstration concerns and acknowledgment. Make workers feel safe when it comes to raising issues, have an open door strategy and avoid a proud or dictatorial leadership style. Moreover, keep workers up to date on their performance. Employees should be have medical cover so that when there sick they can easily access medication, with that employees will always feel safe and work hard in order to attain the goals of the organization(Rodda, 2014).

Organizational support refers to the extent to which employees deem that their organization values their contribution and cares about their well-being. Organizational Support can generate a felt obligation to care about the organization's welfare and to help the organization accomplish its goal. In the meantime, organizational support should realize social emotional needs by integrating organizational membership and role status into their social identity and reinforce employees' beliefs that organization financial and non-financial compensations increase performance (Rhoades & Eisenberger, 2014).

Employers want employees to be dedicated and loyal to their job. According to the norm of reciprocity, if employers offer a high level of support to their employees, employees are possibly to emotionally commit to their organizations with a low possibility of turnover and a high level of job performance. Work life balance is defined as one of the following organizational support for dependent care, flexible work option and family or personal leave (Estes and Michael, 2015).

Work life balance employment practices are concerned with giving space for employees to stabilize what they do at work with the accountabilities and interests they have outside work (Armstrong, 2013). By so doing, they resolve the competing claims of work and home by their own needs as well as those of employers. Work life balance policies can reduces absenteeism and assist tackle the low morale and high degrees of stress that can lead to underperformance since the employees get tired of juggling work and life responsibilities.

According to Tripathi (2014), the work environment can be defined as the environment in which people work that include physical setting, job profile, culture and market condition. Each aspect is inter linked and impacts on employees overall

performance and productivity. It is the quality of the employees' workplace environment that most impacts on their level of motivation subsequently performance.

Work environment can be thought of simply as the environment in which people work as such; it is a very broad category that encompasses the physical setting e.g. heat, equipment, characteristics of the job itself e.g. workload, task complexity. He adds that it also encompasses broader organizational features e.g. culture, history and even aspects of the external organizational setting e.g. local labor market conditions, industry sector, work life balance Employees will always be contended when they feel that their immediate environment states are in tandem with their obligations, asserts that the type of workplace environment in which employees operate determines whether or not organizations will prosper (Chandrasekar, 2014).

2.6.4 Employee motivation Management.

According to Armstrong (2015), states that motivating employees can be an organizational major obstacle. Employee motivation is core to the general efficiency of an organization. An understanding of the applied psychology within an organization, also recognized as organizational behavior, can assist in a achieving a highly motivated employees. Nondiscriminatory promotion steered on foundations of performance significantly motivates employees and a key demoralizing feature to employees is disappointment by the organization management to carry out promotion on root of performance and merit.

Good job description affects growth of obviously well-defined employees roles and responsibilities and this eradicates cases of over working employees hence cultivating the level of employee motivation, presence of unproductive employees roles and responsibilities overloads most of the organization employees and leaves

some workers with very little role to play in implementation of organization goals. Job rotation assists employees to develop adaptive skills because employees who are not exposed to job rotation programs lack chances of learning adaptive skills when exposed to work in different departments. An organization that is not dedicated to proposing recommendation and appreciation to commendable employees leads to a lack of rewarding of hard working workers and this lets down the morale of best employees. Expectancy theory advises that high levels of motivation happen when employees trust they can get the work done, believe they are talented at execution at high levels, and desire the results. For instance, cash or bonuses can be a preferred outcome (Paul, 2015).

Monetary incentives reward workers for performance and productivity through money. These incentives include employee stock options, profit sharing plans, paid time off, bonuses and cash awards. Additional monetary incentives include annual or semi-annual bonuses, such as mid-year and end-of-year rewards. These incentives encourage friendly competition between associates when linked to job performance. Monetary rewards motivate employees to produce optimally, non-monetary incentives reward employee performance through perks and opportunities. These rewards include flexible work hours, training opportunities and the ability to work independently. The rewards and incentives are valuable to an employee because they allow workers to learn new skills and pursue advancement opportunities. For example, a recent graduate may view an exemplary training program within an organization as more valuable than a higher base salary because he feels the learning opportunity will benefit his career (Allen 2015).

Promotion can be defined as the movement of a person to a higher-level position in an organization. This is an opportunity provided by the organization towards its

employees, and normally only those who achieved the standard set by the organization may be promoted. Promotion is also an important aspect of a worker's career and life, affecting work experience including workers' labor mobility that resulted in the wage increases (Kosteas, 2013).

Promotion opportunity is always associated with an increase in workload and responsibility, promotion could have a significant impact on other job characteristics such as responsibilities and subsequent job attachment. Firms can use promotions as a reward for highly productive workers, creating an incentive for workers to exert greater effort. Promotions will only be an effective mechanism for eliciting greater effort if workers place significant value on the promotion itself. Workers may value promotions because they carry an increase in job amenities such as a bigger office or spending account factors which are observable but for which we do not have the information or because they enjoy the acknowledgement of work well done and the ego boost that comes with a promotion (Pergamit and Veum, 2012).

2.6.5 Employee Communication

According to Certo (2015), defined communication as the process of exchanging information and for communication to succeed both the employer and the employee must be able to exchange and understand each other. If information is blocked for some reason or the parties cannot make themselves understand then communication fails. The sender who is also referred as the input must encode the message in a form that can be understood and then transmit it, then the receiver must be able to receive the sender's information then decode or interpret it.

The message or content is the information that the sender wants to relay to the receiver. The medium or channel is the means by which the message is transmitted,

then the communication process reaches its final point when the message has been successful transmitted, received and understood the receiver in turn responds to the sender indicating comprehension. Feed back may be direct such as written or verbal response it may take the form of an act deeds in response(Lepine and Wesone, 2015).

According to Bross (2015) Managers and supervisors of the organization who connect regularly with workers reduce the threat of producing a labor force that feels unrecognized. Keeping workers up to date about company changes, staffing strategies and unstable organization demands is one way to guarantee workers to remain working in the organization. The organization should avoid employees insecurities about their job through lack of communication or not including workers from negotiations that can affect their work output of the organization, such as plan changes, destructively influences the way staff view their organization. Their opinions transform to disappointment and lastly low productivity due to lack of morale and disengagement.

Workers engaged in conflict at the place of work especially when board or human resources fails to investigate or offer solution to the matters involved, employees voluntary quit the company and go to look for opportunities in other organization and performance of the organization suffers, open communication channel helps in building strong level of interaction between organization employees and this acts as a core motivating factor, and emphasized that managers should promote high levels of motivation by ensuring people believe in the outcomes. For example, salaries are distributed in proportion to inputs, such as time and effort. Goal-setting theory suggests that specific and difficult goals lead to high motivation and success Abraham Maslow's theory states that human beings have wants and desires which influence their behavior. Only unsatisfied needs influence behavior. (Maureen, 2014).

2.5 Research Gap

The research will fill the gap of knowledge and information to the organization. New techniques replace old one and knowledge that was once pertinent becomes irrelevant. The researcher realized that the organization did not have enough information concerning the high rate of employee turnover in the organization. Information and knowledge not only does it hamper the ability for the organization to learn and grow, it stand in the way of organization success, it aslo dulls their competitive edge. knowledge in the organization add a robustness to employees abilities and allow them be creative and innovatives, with the power of information the organization will be more agile and better to deal with unforeseen circumstances that will face the organization. It is important for the organizationthat that would want to stay competitive in the market and employee who would want to stay in the organization have the knowledge, information and tactics to handle organizational performace issues.

2.7 Chapter Summary

The chapter gave an overview of the theoretical literature review,empirical literature review, Summary and Research Gaps, Conceptual Framework and finally Operationalization of Variables. The literature was revised from, journals, published books and internet.

CHAPTER THREE

METHODOLOGY DESIGN AND METHODOLOGY

3.0 Introduction

The chapter focused on the following sub-sections: Research Design, Target Population, Sample and Sampling Technique, Data Collection Procedures, Data Analysis and Presentation, Ethical Considerations and finally Chapter Summary.

3.1 Research Design

The research project adopted a descriptive research design because the project intended to collect quantitative and qualitative data that explained the conditions and features of the effects of employee turnover on organizational performance. Descriptive research design is kind of design that is used to gather materials and evidence regarding the current status of the organization to explain the existence of variables concerning the employee turnover on performance.

According to Ariel (2014), defines descriptive research as comprising of survey and data analysis accumulation that the main reason of descriptive research is the explanation of the current situation of the organization as it is now. The research reflects this design to be useful because it supported towards collecting of reliable information explaining the true effects of employee turnover on organizational performance, a case study of Telkom Kenya Limited.

3.2 Target Population

According to the Telkom Kenya Limited Human Resource Management, the total number of employees working in the organization is 1000 workers. The targeted

population was a total of 120 employees working at different shops within Nairobi County. The research reflected a case study of Telkom Kenya because its one of the Telecommunication industry that has been experiencing employees turnover challenges. The research targeted employees in the three management categories because they have experinced different perfomance problems on organizational performance. The targeted population will be shown on Table 3.1 below.

Population category	Frequency	Percentage
Top Management	15	12.5
Middle Management	85	70.8
Lower Management	20	16.6
Total	120	100

Source: Telkom Kenya Limited, Nairobi County.

3.3 Sampling and Sampling Technique

Stratified random sampling was used since the population consists of Top management, middle and Lower managent. Then simple random sampling was employed to ensure that all employees stand equal chance of being selected to avoid sample bias and ensure that the results were reliable enough to be generalized.

Table 3.3 Sample Size.

Population Category	Target	Sample size (50%)	Pcentage
Top Management	15	7.5	12.5
Middle Management	85	42.5	70.8
Lower management	20	10	16.6
Total	120	60	100

Source: Telkom Kenya Limited, Nairobi County.

3.4 Instruments

The researcher used questionnaires and interviews method to gather information, According to Lyon (2015), questionnaire method was used in order to assist in gathering of perfect and trustworthy information since respondents answered questions easily without any influence. The oral interviews was aslo conducted since most the respondents did not have time to answer the questionnaires because of the high targets given by the organization.

The researcher used both open and closed ended questionnaires resulting at finding out the factors useful for employee rentation in the organizationa. The questionnaires were designed in the way that they were straight forward and easy to answer in order to encourage high rate of respondents.

3.5 Pilot study.

The study was piloted at Sarit Center Mall Westlands with a total number of 10 employees, it was conducted in order to evaluate feasibility, cost, time and statically so that its simple to predict the right sample size and amend where necessary on the study design prior to doing full scale study. The number of questionnaires administered for the pilot study were 10 but that was relied on the availability of the employees. The participant who participated in the pilot study were not included in the final study.

3.5.1 Validity of Instrument

Validity is that extent that the instrument gives out the same results over several test, it aslo the accuracy and significance of inferences that supported the analysis results so that to ascertain the validity of the study instrument used for the data collection.

3.5.2 Reliability test

Reliability is defined as the extent that the instrument produce the same outcomes over multiple trials, it can aslo be defined as the stability or consistency of the test scored (Neon, 2016). The researcher used the questionnaire research instrument and only those that were fully completed were used for the study. The responses was used to determine whether the rest of the questionnaires are reliable.

3.6 Data collection Procedure

The researcher drafted the questionnaire and distributed them to the employees of Telkom Kenya Limited. This was accomplished by a normal method of hand delivery, a period of one week was allowed for the purpose of the employees to answer the questions before they were collected for data analysis.

3.7 Data Analysis and Presentations

The data collected was analyzed qualitatively and quantitatively. The raw data collected was categorized into information that answered the research questions. Each research question was carefully analyzed with reflection to the research topic. The questionnaires and the responses was coded accurately using Microsoft Excel and Microsoft Word to allow perfect analysis of information so as to come up with comprehensive analysis.

3.8 Ethical Consideration

The researcher agreed to several procedures to ensure that the study follows the research ethical standards. Research permission was obtained from the Management University of Africa.

3.8.1 Confidentiality

The researcher explained to the employees that the information gathered will be treated with confidence and that it was meant for a project of Management University of Africa and not any other use.

3.8.2 Voluntary Participation

The researcher asked permission from the management TKL before governing the questinnaires, the employees were requested to verbally participate in the research study for which they were free to participate or not participate. The researcher told them that the information received would be used for the study and not for any other purposes.

3.9 Chapter Summary.

The chapter gave an overview of the research design and methodology, target population, sample and sampling technique, instruments, pilot study, data collection procedures, data analysis and presentation and finally the ethical considerations.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter give details on the introduction, the presentation and findings as per the research objectives and finally the chapter summary a case study of Telkom Kenya Limited.

4.1 Presentantion of Findings.

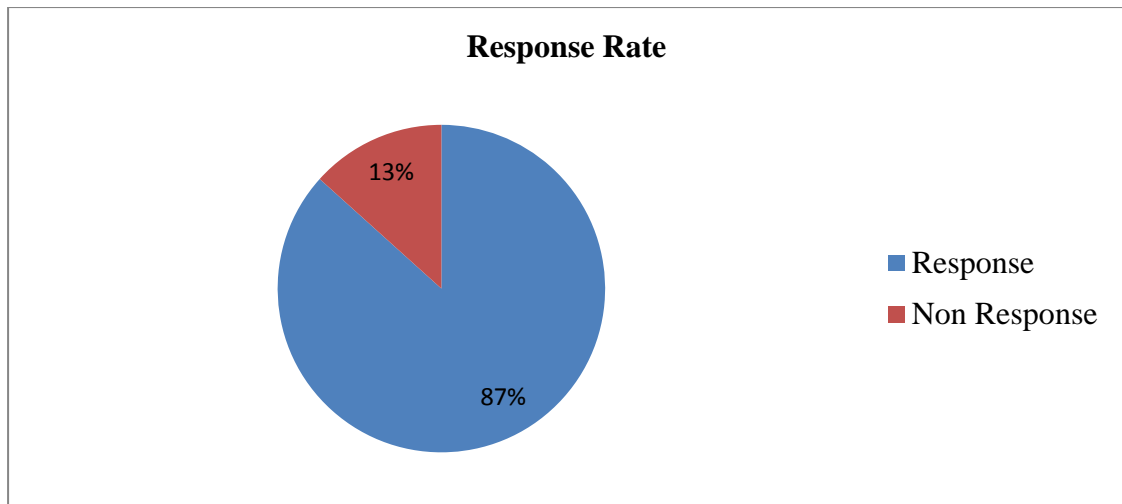
The data was analyzed quantitatively and the presentation adopted the following tables and figures.

4.1.1 Response Rate

Table 4.1 Response Rate.

Category	Frequency	Percentage
Response	52	86.7%
Non Response	8	13.3%
Total	60	100%

Figure 4.1 Response Rate



The study wanted to find out the number of employees who filled and return back the questionnaire, the analysis of the response rate was done and table 4.1 shows that the response rate were 52 represented by 86.6% of the total sample size and the non response rate were 8 represented by 13.3%. according to Ruth Nyaga (2015), a response rate of over 60% is enough for final analysis and presentation, having a response rate of 86.7% is appropriate for the analysis on the effects of employee turnover on organizational performance a case study of Telkom Kenya Limited.

4.1.2 Age of the Employees

Table 4.2 Age representation.

Age	Frequency	Percentage
18-30 years	32	53.3%
31-40 years	13	21.6%
41-50 years	10	16.6%
51 years and above	5	8.3%
Total	60	100%

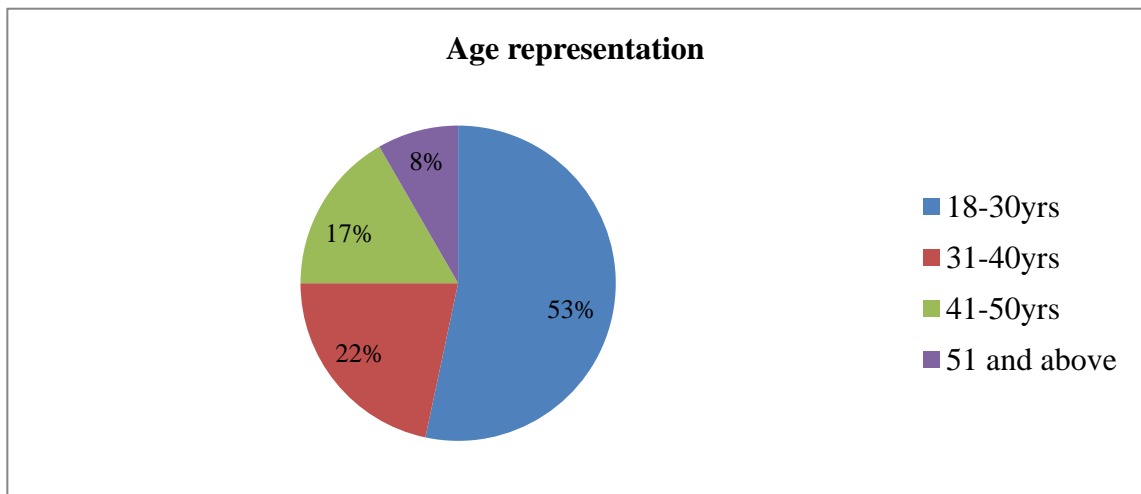


Figure 4.2 Age Representation

The study sought to determine the employees age groups hence advised the employees to state their age group. The findings were shown in table 4.2 above. Figure 4.2 represent that the majority of the employee were between 18-30 years, represented by 53.3%, 22% were within the age bracket of 31-40 years, 16.6% were within the age bracket of 41-50 years and only 8.3% were within the age bracket of 51 years and above. This shows that majority of the employee were young and active and had not stayed in the company for a long time hence they do not understand the problems that affects most of the employees to quit the organization.

4.1.3 The Education level of employees.

Table 4.3 Education level representation.

Education Level	Frequency	Total
Secondary Level	5	8.3%
College Level	30	50%
University Level	20	33.3%
Professional Level	5	8.3%
Total	60	100%

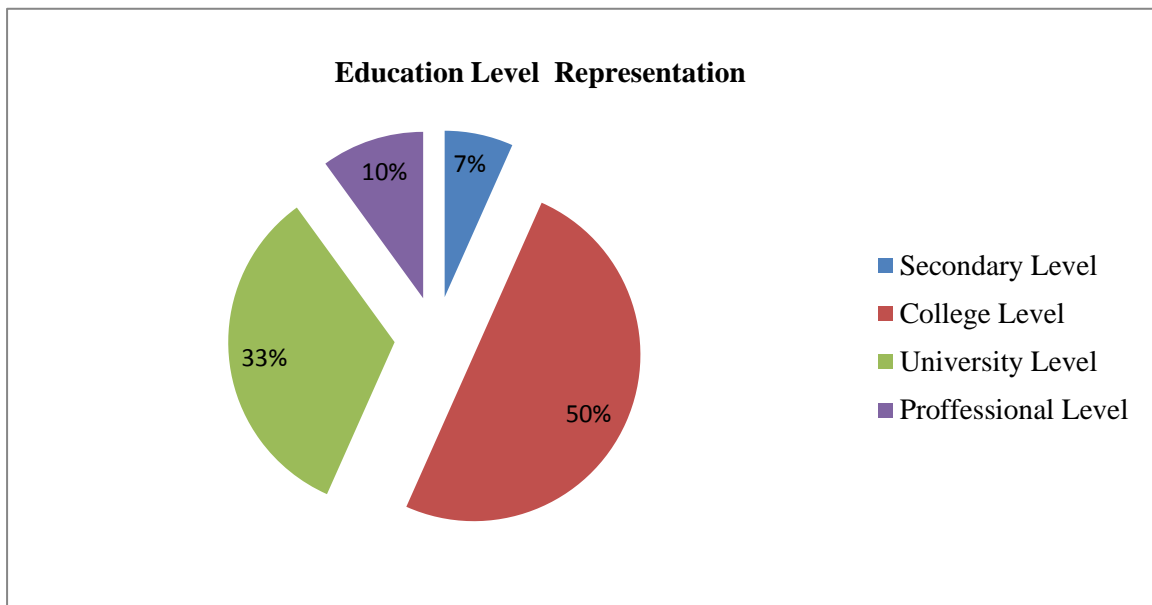


Figure 4.3 Education Level Presentation

The study aim to establish the education level of the employee in the organization and hence asked the employee to indicate their level of education and the findings were represented in table 4.3. figure 4.3 shows shows that the majority of the employee had college education level represented by 50%, 33% had university qualification, 7% represent employees who are of secondary level and only 10% of the employees had professional level. This shows that most of the employee were academically qualified in their respective career and hence understood the real factors that influence employee turn over on organizational performance.

4.1.4 The Cases of Employee Turnover

Table 4.4 Cases of Employee Turnover

Response	Frequency	Percentage
Yes	49	81.7%
No	11	18.3
Total	60	100%

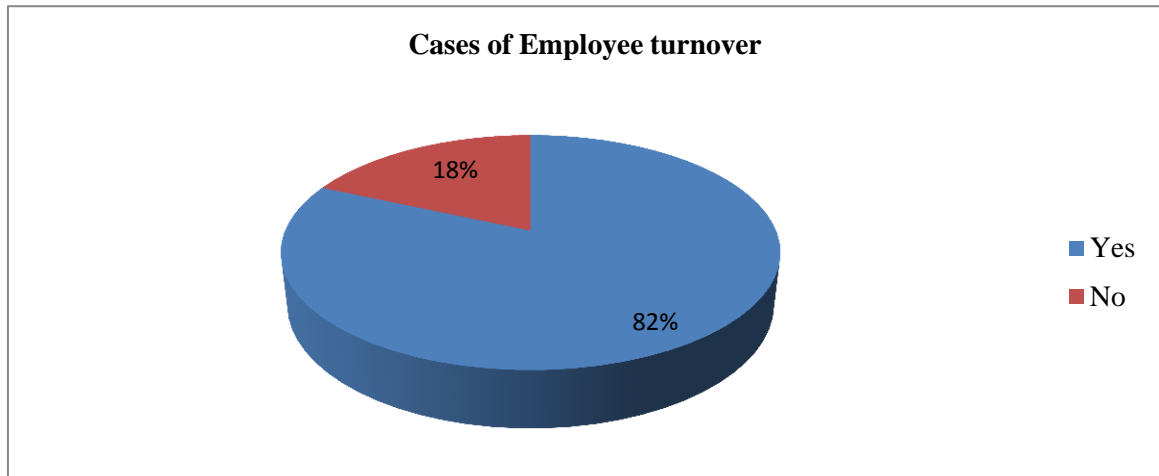


Figure 4.4 Cases of employee turnover

The study wanted to find out if the organization experience cases of employee turnover hence advise employee to indicate cases of employee turnover in the organization, the findings were presentated in table 4.4. figure 4.4 shows that the 82% of the employees felt that the organization experience cases of employee turn over and only 18% of the employee disagree with the majority. The majority explained that lack of reward management, lack of career growth, lack of healthy and safety and finally lack of motivation management discouraged employees leading to realization of increased employee turnover rate which affect onrganizational performance

4.1.5 The Level of Employee turnover in the organization.

Table 4.5 Level of Employee turnover in the organization.

Response	Frequency	Percentage
Very High	25	41.6%
High	15	25%
Average	10	16.6%
Low	8	13.3%
Very Low	2	3.3%
Total	60	100%

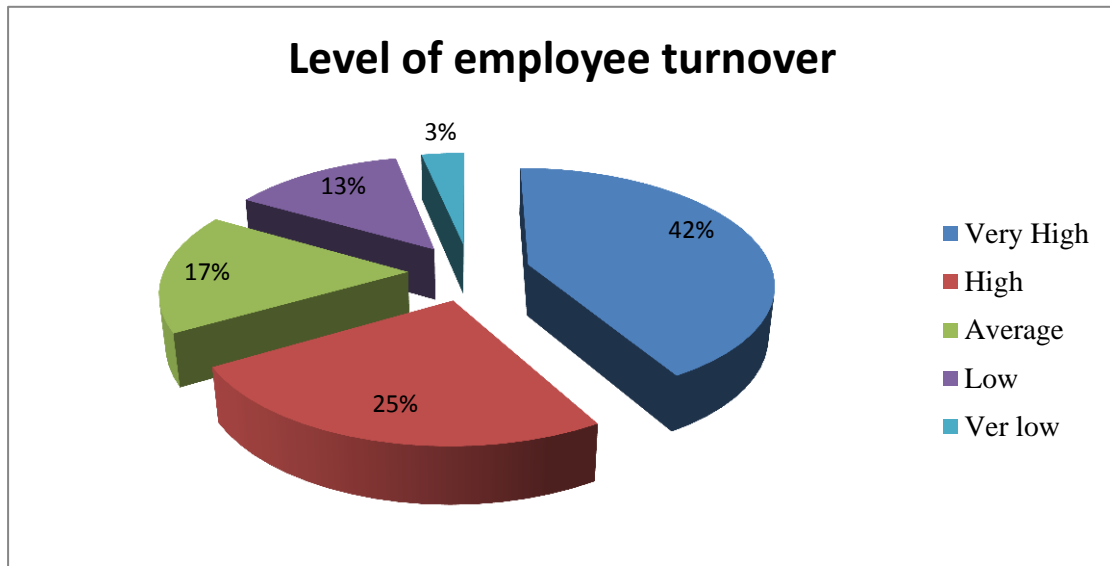


Figure 4.5 Level of employee turnover

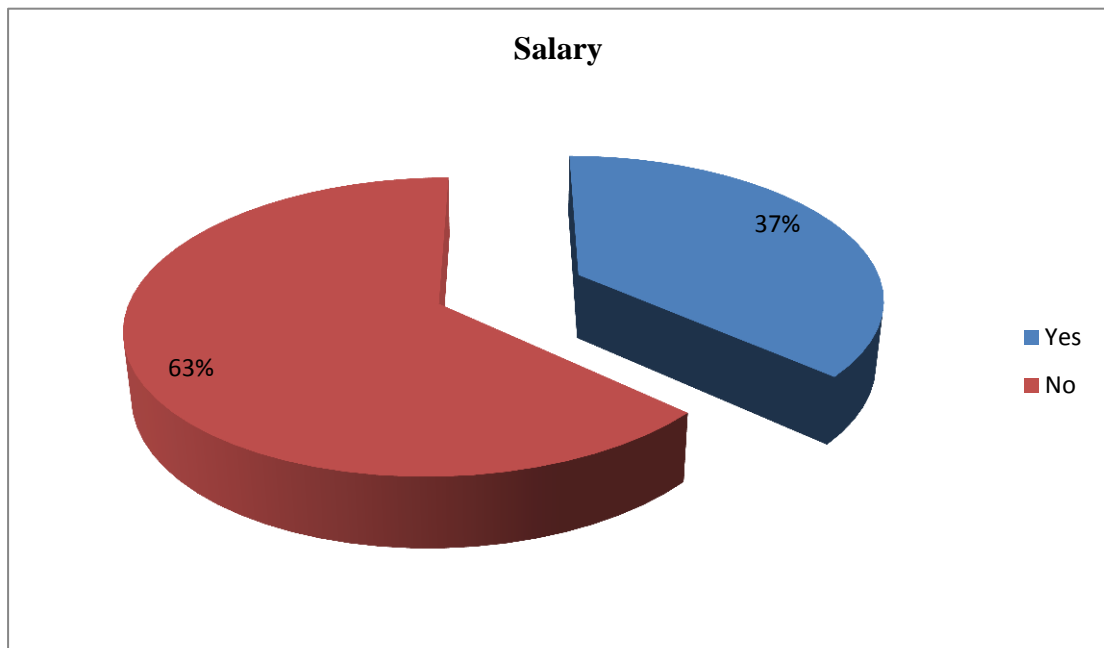
The study sought to evaluate the level of employee turnover in the organization, hence advised the employees to rate the level of employee turnover. The findings were shown in table 4.5. figure 4.5 shows that the majority of the employee represented 41.6% rated the level of employee turnover to be very high, 25% rated the level of employee turnover to high, 16.6% rated the level of employee turnover as average, 13.3% rate it as low and finally 3.3% of the employee rated it as very low. The employee clarified that the presented reward management packages were not satisfactory hence influenced most of the talented employees to quit the organization.

4.1.6 Employee Salary/Wages

Table 4.6. Salary

Response	Frequency	Percentage
Yes	22	37%
No	38	63%
Total	60	100%

Figure 4.6. Salary



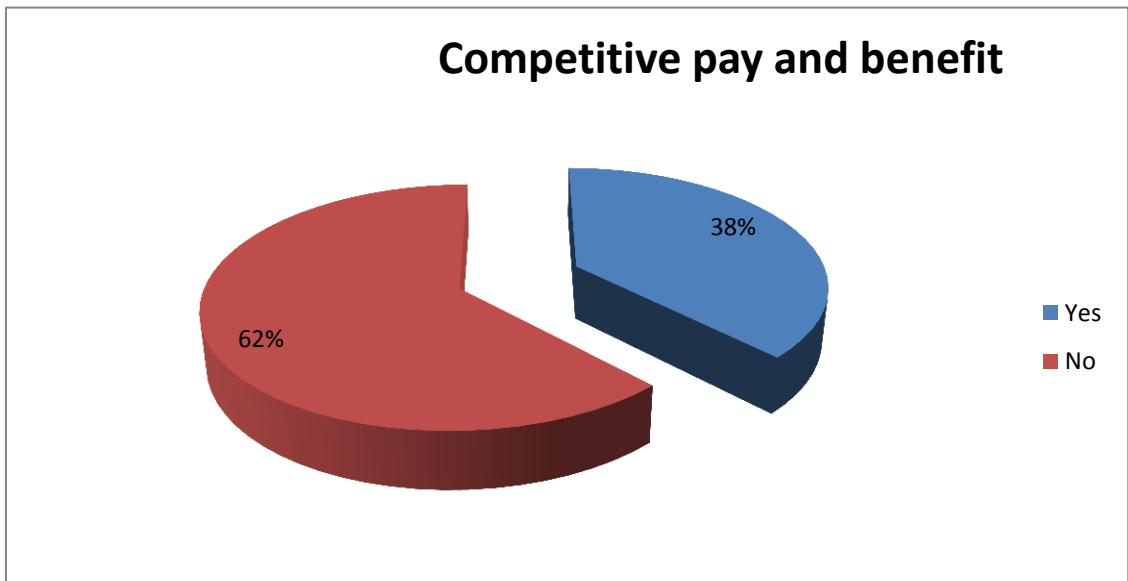
The study sought to find out if the employee are happy with the basic salary are offered by the organization. Figure 4.7 shows that majority of the employee are not happy with the level of salary they earned from the organization this is represented by 63% while 37% of the employees are happy with the salary this therefore declares that the organization should review the terms of payment in order to increase there wages, most of the employee sighted that the living standard are so high and cannot afford it.

4.1.7 Competitive pay and benefits

Table 4.7 Competitive pay and benefits

Response	Frequency	Percentage
Yes	23	38%
No	37	62%
Total	60	100%

Figure 4.7 Competitive pay and benefit



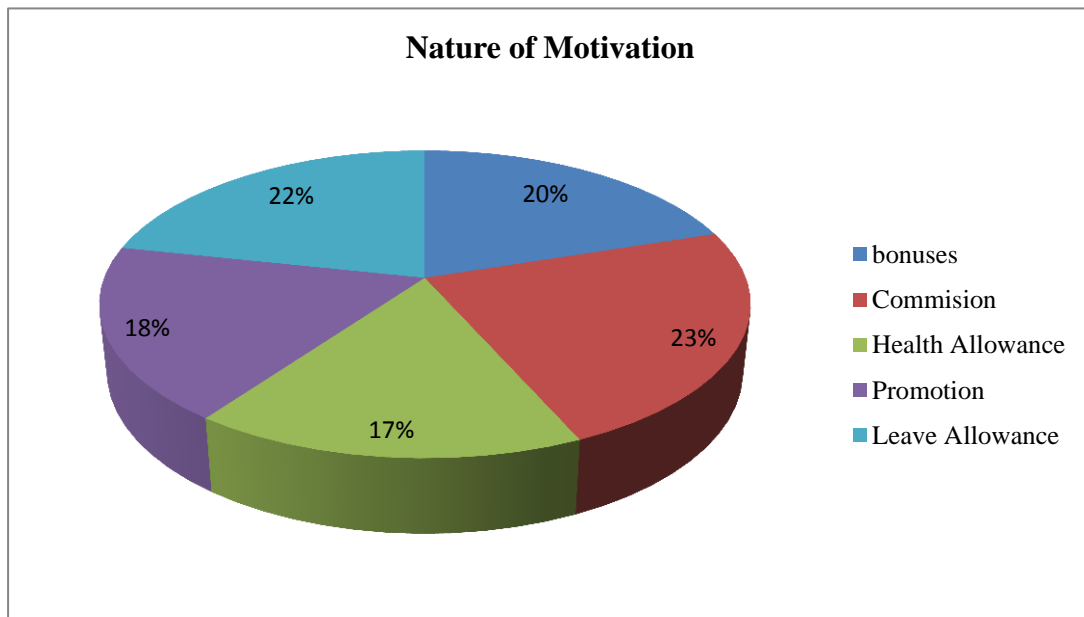
The study sought to find out if the organization offer a competitive pay and benefits, as indicated in table 4.7 clearly shows that the organization does not offer a competitive pay and benefits compared to Safaricom and Airtel. 62% of the employees are of the opinion that the company does not offer a competitive pay and benefits while 38% strongly agreed that the organization offer a competitive pay and benefits. Majority of the employee stated that this one of reason that demotivated them from performing there job hence leading them to quit the organization.

4.1.8 Nature of Motivation

Table 4.8 Nature of Motivation

Nature of Motivation	Agree	Disagree	Percentage
Bonuses	12	-	20%
Comission	14	-	23%
Healthy Allowance	10	-	17%
Promotion	11	-	18%
Leave allowance	13	-	22%
Total	60	0	100%

Figure 4.8 Nature of Motivation



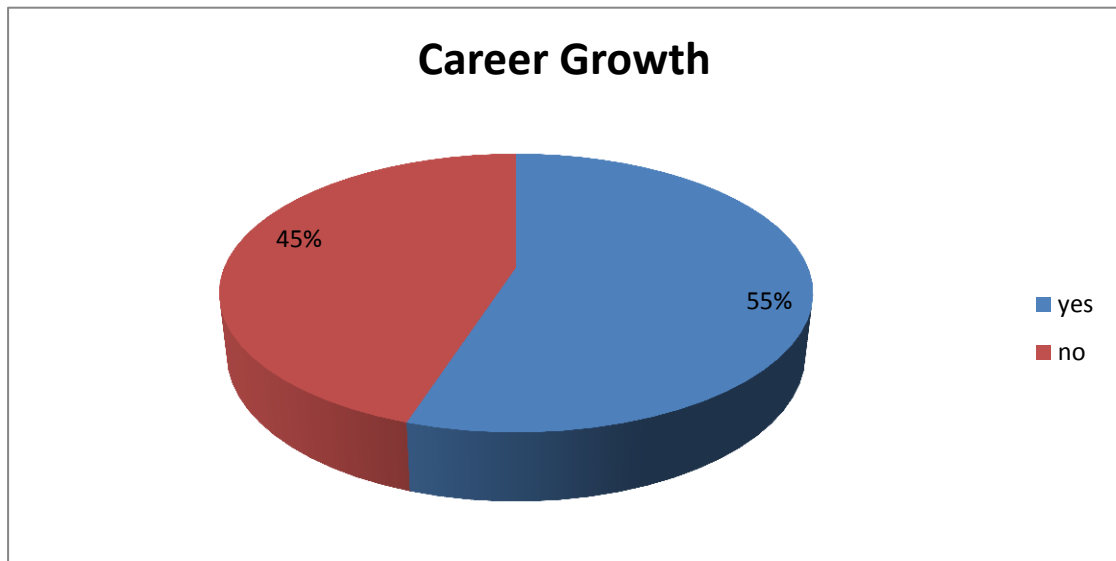
The study sought to determine the nature of motivation that the organization offer to the employees. Table 4.8 shows types of motivation. figure 4.8 clearly shows that the majority of employee agree that the organization offer different types of motivation. 23% represent commissions that employee sales from Credit and internet, 20% Bonuses, 17% Healthy Allowance, 18% Promotion and finally 22% Leave allowance neither of the employee disagreed with the nature of Motivation.

4.1.9 Career Growth

Table 4.9 Career Growth

Response	Frequency	Percentage
Yes	33	55%
No	27	45%
Total	60	100%

Figure 4.9 Career Growth



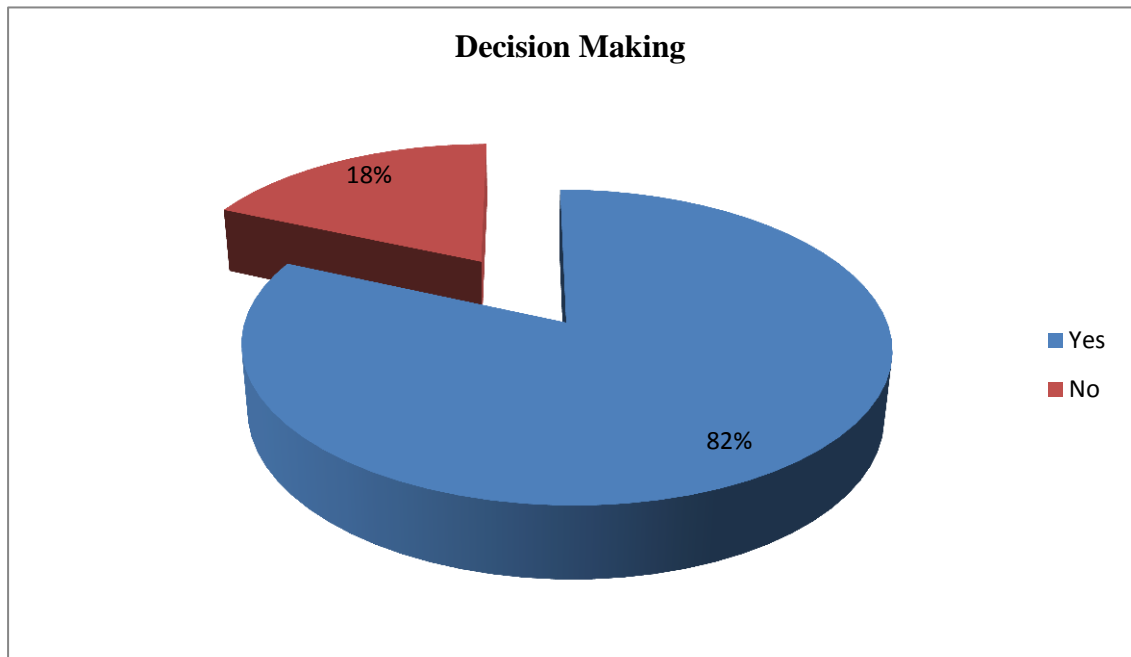
The study sought to determine if the organization offer opportunity for career growth. Table 4.9 shows that majority of the employee are of the opinion that the organization offer opportunity for Career Growth. Figure 4.9 represent that 55% of the employee agreed with the opinion while 45% disagreed with the opinion. They stated that it all depend with the managers that if there are in good terms with the managers then they will advance there careers with no frustrations and if they are not in good terms with the managers then more obstacle will be imposed to frustrate there goals and mission and eventually leave the company.

4.1.10 Decision Making

Table 4.10 Decision Making

Response	Frequency	Percentage
Yes	49	82%
No	11	18%
Total	60	100%

Figure 4.10 Decision Making



The study sought to find out if the organization involved employees in the decision making process. Table 4.10 shows that majority of the employee agree with the opinion that they are involved in decision making process. Figure 4.10 represent 82% agree while 18% Disagree with the opinion. This therefore shows that the organization valued and acknowledged there input in decision making process.

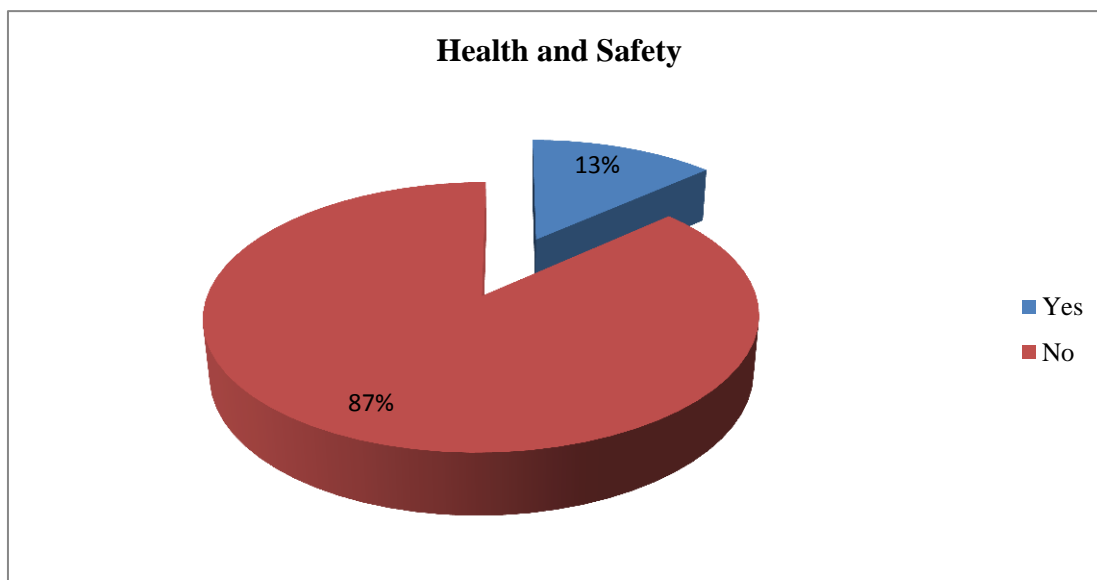
4.1.11 Health Environment and Safety

Table 4.11 Health Enviroment and Safety

Response	Frequency	Percentage
Yes	8	13%

No	52	87%
Total	60	100

Figure 4.11 Healthy and Safety



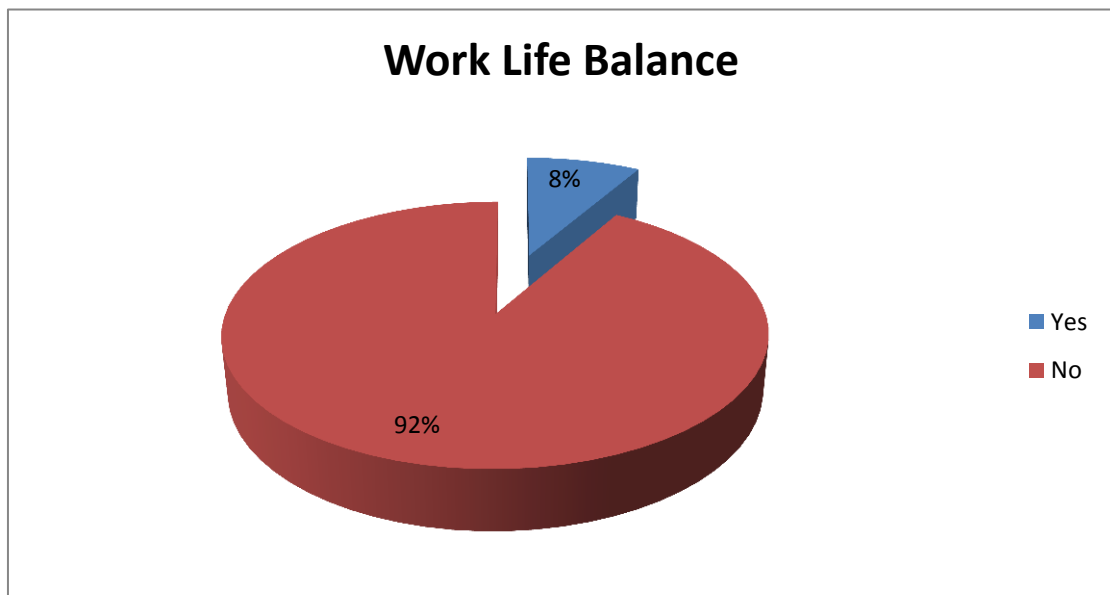
The study sought to find out the if the organization offer employees with a conducive environment to perform the job. Table 4.11 shows that majority of the employee disagreed with the opinion that the organization provide a healthy atmosphere to perform there job figure 4.11 represent 87% of the employees disagreed and 13% agreed of the opinion. Majority of the employee sighted that most of the shops within Nairobi County does not have enough facilities for the job, some of the employees stand for so long in the offices to perform there duties because of lack of facilities, others sighted that some of the shops do not have enough computer to input there data and so this has led to lots of conflicts since they are fighting for the scarce resources in the shops.

4.1.12 Work Life Balance

Table 4.12 Work life Balance

Response	Frequency	Percentage
Yes	5	8%
No	55	92%
Total	60	100%

Figure 4.12 Work Life Balance



The study sought to find out if the organization provide flexible time for the employee to balance between work and personal life. Table 4.12 show that majority of the employees disagreed with the opinion of being given work life balance. Figure 4.12 shows that 92% of the employee are not happy with the flexible time while 8% of the employees are happy with the opinion. Majority of the employee sighted that they do not have time with there families because the organization gives them unreasonable targets to accomplish which if you fail to attain the target the organization terminate there contracts.

4.1.13 The Effects of Employee Turnover

Table 4.13 Effects of Employee Turnover

Effects of Employee Turnover	Frequency	Percentage
Poor service Delivery	12	20%
Low performance	25	42%
Increased Workload	8	13%
Loss of customer	15	25%
Total	60	100%

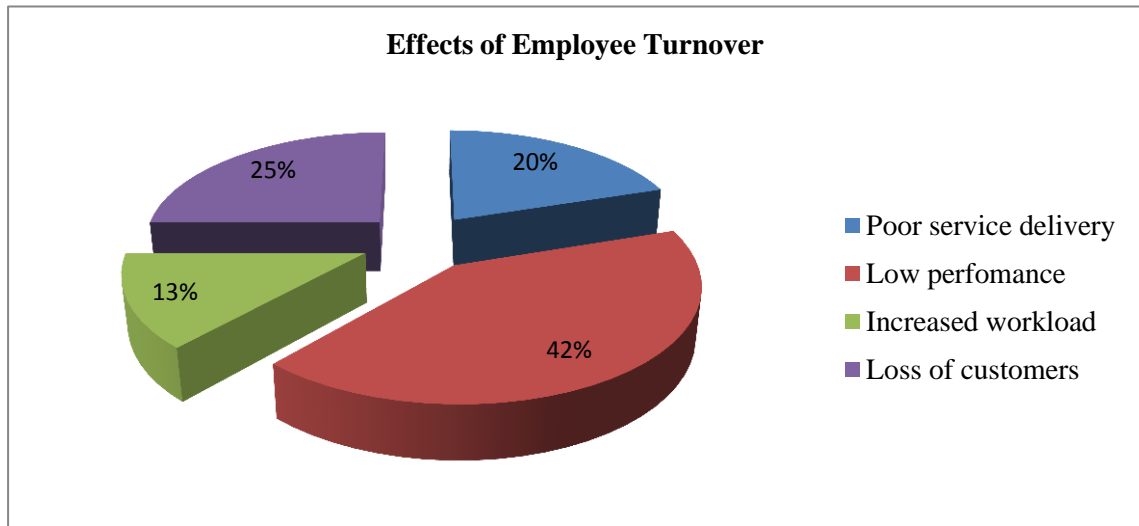


Figure 4.13 Effects of Employee Turnover

The study sought to evaluate the effects of employee turnover in the organization. The findings were represented in table 4.7. figure 4.7 shows that majority of the employee are of the opinion that employee turnover affects the performance of the organization this is represented by 42%, 25% represent loss of customers employees stating that the reasons for customer frustration is efficient service and that the organization should put in place programme to measure customer satisfaction, 20% represent poor service delivery and finally 13% represent increased work load. This shows that the organization should employ measures of retaining good employees in the organization because when an organization losses valuable workforce there will be a negative effects on performance.

4.1.14 Action taken by the organization to reduce employee turnover.

Table 4.14 Action taken by the organization

Response	Frequency	Percentage
Yes	52	87%
No	8	13%
Total	60	100%

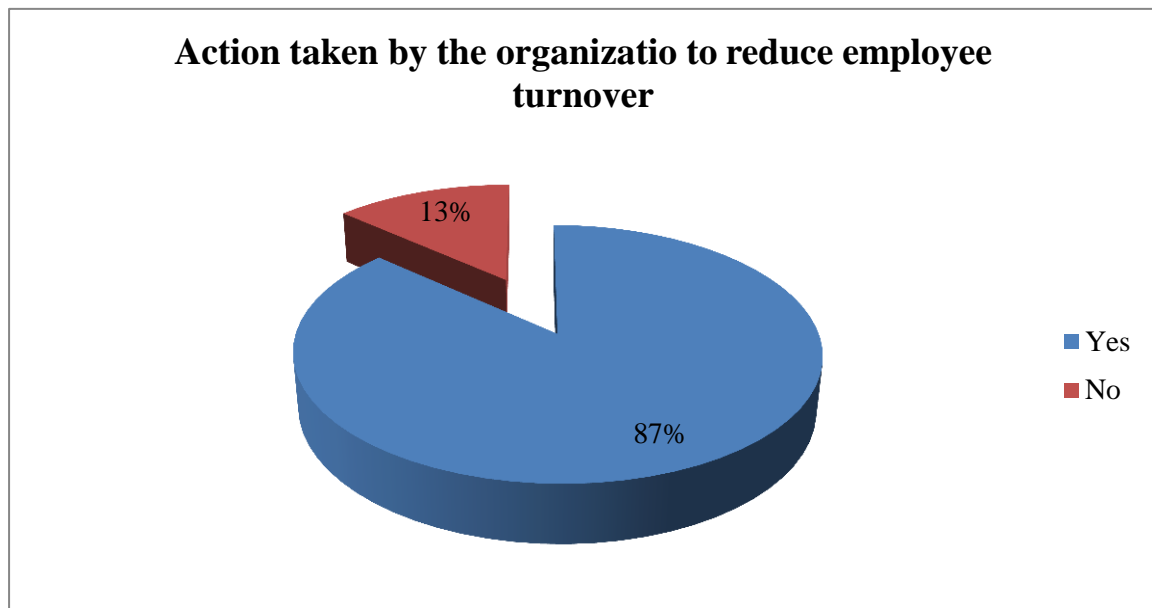


Figure 4.14 Action taken by the organization to reduce employee turnover

The Study sought to assess if there is any action taken by the organization to reduce the level of employee turnover. The findings were presented in table 4.8. figure 4.8 shows that 87% of the employee are of the opinion that the organization is making effort to reduce the level of employee turnover while 13% of the employee are of the opinion that the organization is making no effort to solve the problem of employee turnover. Majority of the employee stated that they would like to be employed permanently with the organization because the issues of contracts are really frustrating them.

4.1.15 Strategies of managing employee turnover.

Strategies of managing employee turnover	Frequency	Percentage
--	-----------	------------

Competitive employee Reward management	23	38%
Foster employee career growth	12	20%
Providing good packages for employee healthy and safety	10	17%
Providing better ways of motivating employees	15	25%
Total	60	100%

Table 4.15 Strategies of managing employee turnover.

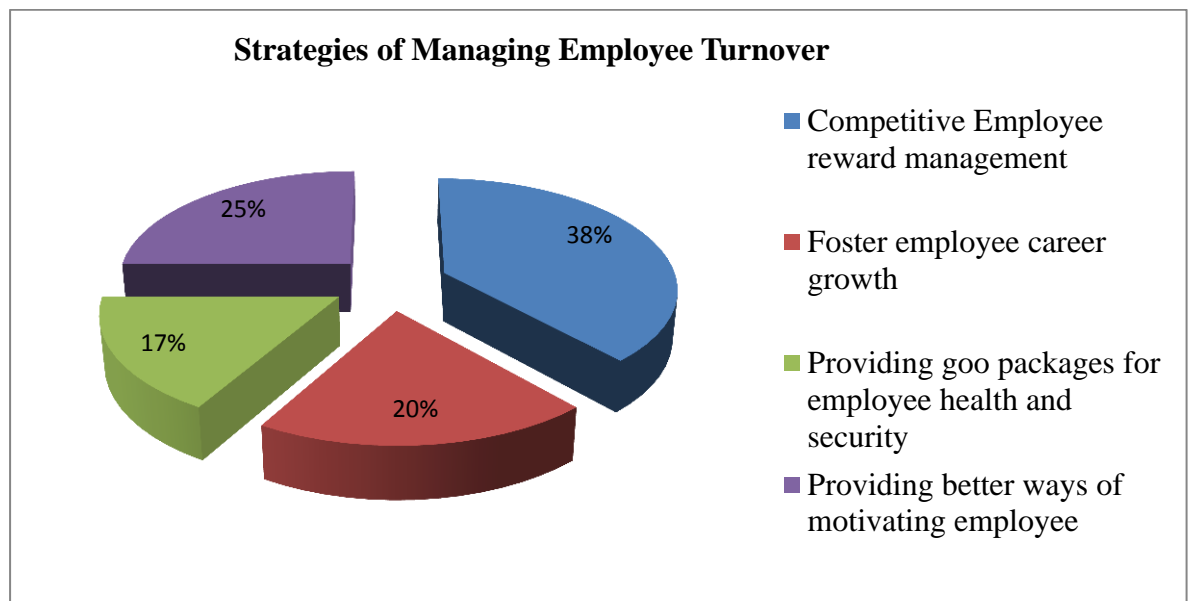


Figure 4.15 Strategies of Managing Employee Turnover

The study wanted to find out if there any steps taken by the organization to tackle the problem of employee turnover. The findings were presented in table 4.9, figure 4.9 shows that majority 38% of the employee state that if there provided with a competitive employee reward management then they will stay in the organization, 25% better ways of motivating employees, 20% foster employee career growth, and finally 17% are of the opion that if they are given good packaged for employee healthy and security they will not quit the organization. This therefore shows that if the organization could seriously any of the above action sighted by the employee then the organization would not have this problem of employee turnover.

4.2 Limitation of the study

4.2.1 It was very expensive

The researcher had to find means and ways of collecting data from one Telkom shop to another within Nairobi County, printing of information and photocopying was also costly. This disappointed majority of the researchers from taking up the research work.

4.2.2 Lack of confidence

The researcher visited most of the Telkom shops within Nairobi county are of the viewpoint that I can misuse the data given by them as a result they were reluctant to reveal information about the organization. This has an effect on the research studies for which that specific data may be very significant. Thus confidence-building procedures should really be implemented that will inspire the organization and that their data will be put into productive uses and won't be abused by any means by the researcher.

4.3 Chapter Summary

The chapter gave an overview of the presentations and findings as per the objectives, it has further analysed on the response rate, ages of employees, the education level, causes of employee turnover, the level of employee turnover, effects of employee turnover, Career Growth, Healthy and safety, Work life Balance and finally the disadvantages of the study.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction.

This chapter consists of a brief summary of findings, a conclusion for the study based on findings and recommendations made by the researcher from the findings of the study.

5.1 Summary of Findings

Most employees showed that the organization was undergoing high cases of employee turnover. The level of employee's turnover was shown by majority of staffs to be high. Majority of the employees indicated that lack of Employee Reward, lack of Career Growth, lack of Health and safety and lack of Employee Motivation causes employee turnover in the organization. The majority also felt that employees' turnover affected organizational performance. The study found out that high rate of employee's turnover affected negatively on organizational Performance since most of the experienced and highly productive staffs were leaving and it took time before the newly employed staff could learn the required skills for performing the organization work successfully.

5.1.1 To what extent does Employee Reward Management affect the organizational Performance at Telkom Kenya Limited Nairobi County?

The study findings indicated that reward management affects employee turnover on organizational performance which was represented by 63% while 37% said it does not affect. The respondents stated that the organization needed current strategies for reducing employee turnover rates since the Basic Salary, Bonuses and Pension offered to employees were not satisfactory and did not reward employees work performance. This was noted to reduce the level of employee's motivation and hence lead to realization of increased cases of employee's turnover rates.

5.1.2 Does Employee Career Growth affect organizational Performance at Telkom Kenta Limited Nairobi County?

The study findings that Employee Career Growth affect Employee Turnover on organizational Performance. The respondents stated that lack of Employee Career Growth denied the employees with an opportunity for skills development and this encouraged most of the employees to leave the organization and look for jobs in other organizations that presented career development opportunities. The study noted that the organization management was not committed to employees' skills and development and this hindered exposure of employees to various career development opportunities such as training and delegation, Mentoring program and job Rotation.

The study exposed that employees were not supported to short term courses such as team building and seminars, few numbers of managers failed to mentor and coach employees on various aspects of organization job task functions. This hindered employees from acquiring new skills and negatively affected career development amongst the employees.

5.1.3 How does Employee Healthy and Safety affect Organizational Performance at Telkom Kenya Limited Nairobi County?

The study findings that Employee Health and Safety affect Employee Turnover on Organizational Performance. Majority of the respondents stated that Employee Healthy and Safety Management had a significant influence on employees' turnover rate since unfavorable working environment, organizational support and work life balance influenced most of the employees to seek job elsewhere. The study clearly noted that the existence of safe working environment increased the level of employees' job

satisfaction and this acted as key retention strategy that minimized employee turnover rates.

The study however, noted that most employees did not enjoy working in the organization since the management created bad working environment that portrayed low level of employee appreciation.

The study noted that employees' turnover affected negatively on organizational Performance since the organization did not have effective methods for managing the employee's turnover challenges. It was discovered that the organization did not have effective human resource planning strategies that helped in shaping future labor demands and replacement of employees during occurrence of high employee turnover rates.

The findings also found out that employee turnover are expensive and disruptive. It declined the outputs and is disruptive as it entails the schedules and programmes to be adjusted. It causes the organization to lose a lot of money because they have to employ other employees to come and help.

5.1.4 To what extent does Employee Motivation affect the Organizational Performance at Telkom Kenya Limited Nairobi County?

The study findings indicated that Employee Motivation Management affect Employee Turnover on Organizational Performance. The respondents stated that low level of Employee Motivation influenced realization of increased employee turnover rate since lack of Job Promotion, Monetary incentives and Decision Making processes lowered the level of motivation amongst the hard working employees.

5.2 Recommendations of the Findings

The followings are the recommendations from the analysis of results.

The study recommends that the organization re-evaluates its salary and benefits package as the employees recognize the money they are paid as a direct indication of the value the organization has placed on their services. This can help boost the morale and motivation of the employees and consequently, their performance.

The study recommends that the organization should offer opportunities for Employee Career Growth. Creation of opportunities for Career Advancement may help employee to become more competent and enjoy their job even better.

The Organization should improve the working conditions within the organization. The working environment should be conducive for employees health and safety in the organization. it is important to ensure a conducive working environment which enhances efficiency and productivity. When the adverse effects of the working environment are not attended to by the organization employees may loose interest in the work and might leave the organization.

The study recommends that the organization should ensure that employee are given chance for job promotions and aslo be given good monetary incentives and finally involved in the decision making process in any issues that will affect them in the organization. Employee involvement should be through meetings with there managers.

The organization should reduce employee turnover to improve organizational performance by retaining the best employees, thus quality of service delivery will be improved withn the organization

5.3 Conclusions.

The study concluded that lack of reward management, lack of career growth management, lack of health and safety management and lack of motivation management affected negatively to the organizational performance hence influenced the realization of increased employee turnover.

5.4 Recommendations for Further Studies

Suggestions for further studies are hence strongly recommended on effects of employee turnover on organizational policies and leadership styles and on the effects of employee turnover on organizational succession planning. Further studies should also be carried out to investigate other elements that might be affecting employee turnover in organizations currently and in the future.

Finally the researcher request studies to be conducted on application of human resource management best practices that leads to reducing employee turnover rates and come up with better solutions to solve employees turnover problems.

APPENDIX I

LETTER OF INTRODUCTION

Nelly Anzazi

P.O Box 0722996447

Nairobi, Gigiri.

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: APPLIED QUESTIONNAIRE

I am a student at the Management University of Africa undertaking a bachelor degree in Business Management and Leadership. I am currently doing a research project on Employee Turnover on Organizational Performance in the telecommunication industry in Kenya as a partial fulfillment of my degree requirements. Attached is a questionnaire kindly assist in providing the information which will make my study successful.

May I also take this opportunity to assure you that all the information volunteered to me by all the employees will be strictly used in my research only and not for any other purpose. Please note that any information volunteered in this question will be treated with utmost confidence.

Sincerely

Nelly Anzazi.

APPENDIX II

RESEARCH QUESTIONNAIRE

Kindly answer the questions by ticking in the appropriate box and write in the space provided.

SECTION A: BACKGROUND INFORMATION

1. Kindly indicate your Gender.

Male ☐

Female ☐

2. Age bracket

18yrs - 30yrs ☐

31yrs - 40yrs ☐

41yrs - 50yrs ☐

51 yrs and above ☐

3. Highest education level

Secondary Level ☐

College level ☐

University level ☐

Professional level ☐

Specify.....

.....

SECTION B: EMPLOYEE REWARD MANAGEMENT

4. Are you satisfied with the level of salary offered by the organization?

Yes ☐

No ☐

5. Does the organization offer a competitive salary/wages compared to other telecommunication industry?

Yes ☐

No ☐

6. Are you paid your banefits when you leave the company?

Yes ☐

No ☐

SECTION C: EMPLOYEE CAREER GROWTH MANAGEMENT

7. Does the company offer Opportunity for career growth?

Yes ☐

No ☐

8. Does the organization support employee in any form to advance there Career Growth?

Yes ☐

No ☐

SECTION D: EMPLOYEE HEALTHY & SAFETY MANAGEMENT

9. Does the organization provides a healthy and safety environment for employee to perform there duties?

Yes

☐

No

☐

10. Does the organization provides flexible time to be able to balance work and personal life?

Yes

☐

No

☐

SECTION F: EMPLOYEE MOTIVATION MANAGEMENT

11. What kind of Motivation does the company provide to motivates employees?

Commision

☐

Bonus

☐

Healthy allowance

☐

Basic salary

☐

Leave allowance.

☐

12. Does the organization involves employee in decision making?

Yes

☐☐

No

13. Does the company offer opportunity for job promotion?

Yes

☐

No

☐

SECTION G: EFFECTS OF EMPLOYEE TURNOVER

14. Does the organization experience cases of employee turnover?

Yes

☐

No

☐

15. Does employee turnover affects the organizational performance?

Yes

☐

No

☐

If yes or no kindly explain.....

.....

.....

16. How could you rate the level of employee turnover in the organization?

Very high

High

☐☐

Average

Low

☐

Very low

☐

17. Kindly tick at the space provided in the table below the extent to which the following effects of employee turnover affects organizational performance.

Effects of employee turnover on organizational performance	1	2	3	4	5
Customer Disatisfaction					
Disruption to service delivery					
Loss of customer					
Increase in workload for employees					

SECTION H: STRATEGY OF MANAGING EMPLOYEE TURNOVER.

18. Are there any actions taken by the organization to manage employee turnover?

Yes ☐

No ☐

19. Kindly tick at the space provided in the table below the extent to which the following promising solutions for managing employee turnover could affect organizational performance. 1= None, 2= small extent, 3= moderate, 4= large extent, 5= very large extent.

Strategies of managing employee turnover	Frequency	Percentage
--	-----------	------------

Competitive Employee Reward Management		
Foster Employee Career Growth Management		
Create an open communication environment		
Providing good packages for employee healthy and safety management		
Providing better ways of motivating employees		
Total		

Thank you.

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Appendix 2: Project Budget

The project finding will be from my own pocket, family contribution and well-wishers.

ACTIVITIES	AMOUNT
Data collection	Ksh. 10,000
Printing	Ksh. 13,000
Data Analysis	Ksh. 10, 000
Transport	Ksh. 20,000
Total	Ksh 53,000

Appendix 3: Implementation Plan

Activity	2018								
	January	February	March	April	May	June	July	August	September

Supervisor									
Allocation									
Data collection									
Data Analysis									
Reporting & Dissemination									